

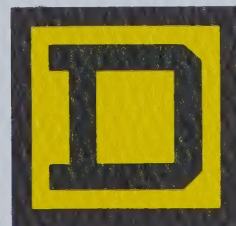
1968... and a look to the future

AR20

1968

annual report

WHEREVER ELECTRICITY IS DISTRIBUTED AND CONTROLLED



SQUARE **D** COMPANY



SQUARE D COMPANY

Annual Report for the year ended December 31, 1968

CONTENTS

Summary of 1968 Operations . . .	1
Source and Application of Funds . . .	1
Letter to Shareholders . . .	2
Executive Changes . . .	3
Consolidated Statement of Financial Condition . . .	4-5
Notes to Financial Statements . . .	6
Accountants' Report . . .	6
Ten-Year Summary . . .	7
1968 . . . and a look to the future . . .	8
Residential Construction Market . . .	9
Industrial Market . . .	10-11
Commercial and Institutional Construction Market . . .	12
Directors and Officers . . .	Inside Back Cover

EXECUTIVE OFFICES

Executive Plaza, Park Ridge, Illinois 60068
(Incorporated in State of Michigan 1903)

ANNUAL MEETING

Fourth Tuesday in April

CAPITAL STOCK LISTING (SQD)

New York Stock Exchange

TRANSFER AGENTS

National Bank of Detroit
Detroit, Michigan 48232

Morgan Guaranty Trust Company
of New York
New York, New York 10015

REGISTRARS

The Detroit Bank & Trust Company
Detroit, Michigan 48231

Bankers Trust Company
New York, New York 10015

SHAREHOLDERS OF RECORD

23,100

Summary of 1968 Operations

(000 omitted)

	<u>1968</u>	<u>1967</u>
SALES	\$203,929	\$197,208
NET EARNINGS		
Before Taxes	46,419	42,687
After Taxes	22,694	22,637
Per Sales Dollar11	.11
Earnings Per Share	1.10	1.10
DIVIDENDS DECLARED (Cash)		
Total	19,571	19,503
Per Share95	.95
WORKING CAPITAL	80,988	79,955
LAND, BUILDINGS, EQUIPMENT		
Net Value—December 31	25,755	23,451
Gross Additions	5,335	3,977
Depreciation	2,683	2,794
SHAREHOLDERS' EQUITY— December 31		
Total	111,807	107,794
Per Share	5.42	5.24

Statement of Source and Application of Funds

(000 omitted)

Changes in Working Capital

	<u>1968</u>	<u>1967</u>
Net earnings	\$ 22,694	\$ 22,637
Depreciation charge	2,683	2,794
Investment credit	96	95
	\$ 25,473	\$ 25,526
Less:		
Dividends declared	\$ 19,571	\$ 19,503
Additions to property and equipment	5,335	3,977
	\$ 24,906	\$ 23,480
	\$ 567	\$ 2,046
Other:		
Proceeds from exercise of stock options	\$ 91	\$ 157
Market value of shares issued for shares of affiliated company	799	
Change in other assets	(424)	163
Change in working capital	\$ 1,033	\$ 2,366

Changes in Cash and Marketable Securities

	<u>1968</u>	<u>1967</u>
Changes in working capital, except cash and marketable securities:		
Increase (decrease) in current assets:		
Receivables	\$ 1,040	\$ (1,982)
Inventories	4,357	(4,308)
Insurance and other expenses paid in advance	119	119
	\$ 5,516	\$ (6,171)
Less increase (decrease) in current liabilities:		
Dividends payable	\$ 19	\$ 541
Taxes on income	(212)	(5,226)
Other	3,122	(1,285)
	\$ 2,929	\$ (5,970)
Remainder	\$ 2,587	\$ (201)
Change in working capital	1,033	2,366
Increase (decrease) in cash and marketable securities	\$ (1,554)	\$ 2,567

To Our Shareholders

Sales of \$203,929,340 in 1968 were three per cent higher than those in 1967 and exceeded the \$200,000,000 mark for the first time in the 65-year history of the Company.

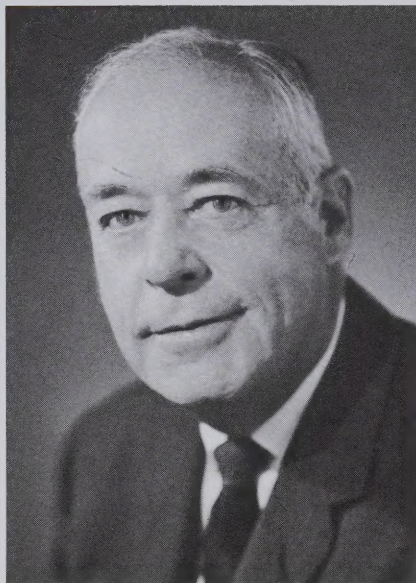
Net earnings for 1968 were \$22,694,910, compared to \$22,637,852 for 1967, or equivalent to \$1.10 per share for both years.

The 10 per cent surtax reduced earnings \$2,140,000 in 1968, or 10-cents per share. Because of the surtax in 1968, a better operational comparison of 1968 and 1967 is on a pretax basis. This shows an increase of eight per cent in pretax earnings in 1968 on the three per cent increase in sales, which is gratifying. This improvement in performance was the result of anticipated cost reduction programs mentioned in the 1967 report, plus a small price increase on some products. Continuing efforts in cost reduction areas and in other directions make us hopeful of further improvement in the year ahead.

Our equity in 1968 earnings of non-consolidated foreign affiliates was \$2,197,345, a substantial increase from \$1,290,016 (adjusted) in 1967. Dividends paid to Square D Company from these sources were \$1,133,821, compared to \$868,500 in 1967.

During 1968, several changes in the management of the Company took place. At the Annual Meeting of Directors in April, L. G. Maechtlen was elected Chairman of the Board, and M. P. Kartalia was elected President and Chief Executive Officer. Other changes in the management of the Company are described on the next page.

Two members of the Board of Directors retired in 1968. They are Joseph H. Pengilly, who served on the Board for 38 years, and



L. G. MAECHTLEN

John D. Leitch, who served on the Board for 13 years.

Capital expenditures in 1968 were \$5,335,136, the highest annual amount spent by the Company for new plant and equipment since 1957.

At the present time, the Company is completing construction of new plants in Middletown and Oxford, Ohio. Both facilities are scheduled to be in operation early in 1969.

The Company also is expanding its manufacturing plant in Peru, Indiana. When completed, this construction will bring total plant area in Peru to about 190,000 square feet.

Overseas, an addition is being built onto the United Kingdom plant in Swindon, England. Total area of the plant will be approximately 183,000 square feet when the addition is finished.

As previously reported, Square D Company brought to market a large number of new products during 1968. Starting on page eight, "1968



MITCHELL P. KARTALIA

... and a look to the future" briefly reviews product innovations and the projections of growth for the major markets served by the Company.

By order of the
Board of Directors
March 17, 1969

A handwritten signature in dark ink, reading "L. G. Maechtlen".

L. G. Maechtlen
Chairman

A handwritten signature in dark ink, reading "M. P. Kartalia".

M. P. Kartalia
President



JAMES F. MAGIN



JAMES S. VAUGHAN

GRANT McDONALD



SAM C. HUNT

WALTER R. CLARKE

EDMONDS LOVE



JACK P. MAYOTTE

KENNETH R. STULL



EUGENE LEPKOWSKI

Executive Changes

During the past year, some changes were made in the management of the Company to fill vacated positions as well as the new posts established to meet the expanded requirements of present and future business. Major changes included the following persons:

JAMES F. MAGIN was named Vice President—Planning and Development, a newly created position assigned to the responsibility of planning for all aspects of Company growth.

GRANT McDONALD, a Vice President, was appointed Manager, Distribution Equipment Group, and JAMES S. VAUGHAN was named Manager, Control Group. Both are newly created positions established to achieve greater efficiencies and coordination in the development and manufacture of related products.

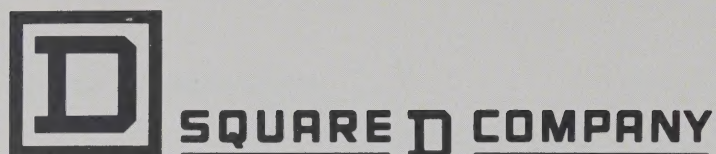
WALTER R. CLARKE, a Commercial Vice President, replaced M. P. Kartalia as Manager, Marketing Division. The division is responsible for the sales, distribution and promotion of products, and operates nine assembly plants in the U.S.

JACK P. MAYOTTE succeeded Mr. Magin as Manager of International Operations and is responsible for the Company's subsidiaries in Canada, Mexico, Great Britain, Italy and Australia.

KENNETH R. STULL replaced Mr. Vaughan as Managing Director of Square D Limited. Reporting to him are affiliate operations in the United Kingdom, Italy, Australia and France.

EDMONDS LOVE was named Manager, Control Product Sales, and SAM C. HUNT, Manager, Distribution Equipment Product Sales. Both positions report to Mr. Clarke and were established to increase coordination of headquarters marketing operations in the two new manufacturing groups.

EUGENE LEPKOWSKI was named Manager of the "A" Plant Services Division, a new division created to service the requirements of the assembly plants in the U.S.



and Consolidated Subsidiary, Square D Company Canada Limited

Consolidated Statement of Financial Condition

	December 31 1968	December 31 1967
CURRENT ASSETS:		
Cash	\$ 8,791,995	\$ 14,837,059
Marketable securities—at cost (approximates market)	20,339,113	15,848,481
Receivables, less allowances for losses, adjustments and discounts (1968 and 1967—\$650,000)	24,185,407	23,145,806
Inventories (Note B)	55,043,299	50,686,069
Insurance and other expenses paid in advance	1,087,889	968,410
TOTAL CURRENT ASSETS	\$109,447,703	\$105,485,825
CURRENT LIABILITIES:		
Dividend payable January 2, 1969 and 1968	\$ 8,759,405	\$ 8,740,130
Materials and services	6,865,874	4,752,133
Wages and salaries	5,462,629	4,242,934
Franchise, property and miscellaneous taxes	2,294,749	2,506,553
Taxes on income, payable to United States and Canada	5,076,638	5,288,597
TOTAL CURRENT LIABILITIES	\$ 28,459,295	\$ 25,530,347
WORKING CAPITAL	\$ 80,988,408	\$ 79,955,478
INVESTMENTS IN NON-CONSOLIDATED FOREIGN AFFILIATES—at cost (Note C)	2,712,008	1,912,008
DEFERRED TAX BENEFITS	2,138,466	2,047,764
OTHER ASSETS	212,494	427,689
LAND, BUILDINGS AND EQUIPMENT—		
at cost less accumulated depreciation (Note D)	25,755,814	23,451,366
NET ASSETS—shareholders' equity	\$111,807,190	\$107,794,305
SHAREHOLDERS' EQUITY:		
Preferred stock:		
Authorized—6,000,000 shares; outstanding—none		
Common stock, par value \$1.66⅔ a share: (Notes E and F)		
Authorized—30,000,000 shares		
Issued and outstanding at Dec. 31, 1968—20,610,284 shares	\$ 34,350,475	\$ 34,274,891
Additional paid-in capital	9,325,772	8,511,656
Retained earnings	68,130,943	65,007,758
TOTAL	\$111,807,190	\$107,794,305

See notes to consolidated financial statements on page 6

Consolidated Statement of Net Earnings

REVENUES:

	Year Ended December 31 1968	Year Ended December 31 1967
Net sales	\$203,929,340	\$197,208,755
Dividends and engineering fees from non-consolidated foreign affiliates	1,483,272	1,192,224
Interest and miscellaneous	1,831,145	909,489
	<u>\$207,243,757</u>	<u>\$199,310,468</u>

COSTS AND EXPENSES:

Cost of products sold	\$131,667,455	\$128,123,855
Selling, service, administrative and general	29,156,392	28,498,761
	<u>\$160,823,847</u>	<u>\$156,622,616</u>

EARNINGS BEFORE TAXES ON INCOME	\$ 46,419,910	\$ 42,687,852
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UNITED STATES AND CANADIAN TAXES ON INCOME: (Note G)

At normal rates	\$ 21,585,000	\$ 20,050,000
U. S. 10% surtax	2,140,000	
	<u>\$ 23,725,000</u>	<u>\$ 20,050,000</u>

NET EARNINGS	<u>\$ 22,694,910</u>	<u>\$ 22,637,852</u>
Net earnings per share	<u>\$ 1.10</u>	<u>\$ 1.10</u>

Consolidated Additional Paid-in Capital

Additions During Year:

Excess of option price over par value of Common Stock issued under Employees' Stock Option Plan	\$ 81,320	\$ 141,618
Excess of market value over par value of shares issued for shares of affiliated company	732,796	

Balance:

At beginning of year	8,511,656	8,370,038
At end of year	<u>\$ 9,325,772</u>	<u>\$ 8,511,656</u>

Consolidated Retained Earnings

Additions During Year:

Net earnings	\$ 22,694,910	\$ 22,637,852
Less cash dividends declared (\$.95 a share)	19,571,725	19,503,080
	<u>\$ 3,123,185</u>	<u>\$ 3,134,772</u>

Balance:

At beginning of year	65,007,758	61,872,986
At end of year	<u>\$ 68,130,943</u>	<u>\$ 65,007,758</u>

See notes to consolidated financial statements on page 6

Notes To Consolidated Financial Statements

Year ended December 31, 1968

A. Canadian Subsidiary:

The accounts of Square D Company Canada Limited have been consolidated in the accompanying financial statements at par of exchange. Conversion of these accounts to United States dollars would not have a significant effect on the financial statements. The net assets of this subsidiary at December 31, 1968 amounted to \$7,142,858, including working capital of \$5,442,057.

B. Inventories:

Inventories at locations in the United States are stated at cost, which was not in excess of market, determined under the last-in, first-out method; inventories in Canada aggregating \$4,694,712 are stated at the lower of cost (determined under the first-in, first-out method) or market.

C. Investments in Non-Consolidated Foreign Affiliates:

Investments—at cost	\$2,712,008
Square D equities in:	
Net assets	8,383,227
Net earnings for 1968	2,197,345
Dividends paid in 1968	1,133,821
Undistributed earnings for 1968*	654,232

*Adjusted for estimated United States & foreign income taxes.

D. Land, Buildings and Equipment:

These assets consisted of the following:

	December 31	
	1968	1967
Land	\$ 2,013,914	\$ 1,952,634
Buildings and land improvements	28,675,557	26,097,338
Equipment	26,634,946	25,620,759
	\$57,324,417	\$53,670,731
Less accumulated depreciation	31,568,603	30,219,365
Net	<u>\$25,755,814</u>	<u>\$23,451,366</u>

The Company follows the policy of depreciating substantially all of these assets on an accelerated basis allowed by the Internal Revenue Code. The depreciation charged against income amounted to \$2,683,570 in 1968 compared with \$2,794,575 in 1967. This was \$13,766 less in 1968 and \$129,289 more in 1967 than the provision for depreciation which would have resulted if the Company had followed the straight-line depreciation method.

E. Common Stock:

Increases in common stock for the year include 5,650 shares at par value of \$9,417 issued due to exercise of stock options and 39,700 shares at par value of \$66,167 issued for shares of affiliated company.

F. Stock Options:

	Number of Shares	Prices		
		Range		Average
		From	To	
January 1, 1968:				
Reserved for options	479,950			
Outstanding	109,375	\$14.42	\$27.44	\$22.24
Exercised in 1968	5,650	14.42	20.04	16.06
Cancelled in 1968	3,625	14.42	27.44	19.55
Granted in 1968	2,900	20.69	—	20.69

December 31, 1968:

Outstanding	103,000	20.04	27.44	22.63
Available for grant	368,650			
Reserved for options	471,650			
Exercisable	74,075			

The price for options granted in 1968 is the fair market value of the stock on the date of granting such options. Options become exercisable two years after date of grant and expire five years after date of grant.

G. Taxes on Income:

The provision for taxes on income consists of:

	1968	1967
United States:		
Payable	\$24,209,790	\$19,411,672
Increase in		
Deferred Tax Benefits	(228,090)	(130,672)
	<u>\$23,981,700</u>	<u>\$19,281,000</u>
Canada	(256,700)	769,000
	<u>\$23,725,000</u>	<u>\$20,050,000</u>

H. Pension Plans:

The Company has noncontributory pension plans covering substantially all of its employees. The total pension expense, including past service costs, (amortized over a period not in excess of thirty years from the dates when such past service obligations were incurred) and current service costs, was \$2,195,000 for 1968 and \$2,030,000 for 1967.

Accountants' Report

To the Board of Directors and Shareholders, Square D Company:

We have examined the accompanying consolidated statement of financial condition of Square D Company and consolidated subsidiary as of December 31, 1968, and the related consolidated statements of net earnings, retained earnings and additional paid-in capital for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the consolidated financial position of Square D Company and consolidated subsidiary at December 31, 1968, and the consolidated results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Chicago, Illinois
February 17, 1969

TOUCHE, ROSS, BAILEY & SMART

The 10-Year Period 1959-1968

Square D Company and Consolidated Subsidiary

	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959
	<i>(in thousands of dollars)</i>									
Net sales	\$203,929	\$197,208	\$198,739	\$181,815	\$157,153	\$135,902	\$127,606	\$116,717	\$116,021	\$111,444
Earnings before taxes on income	46,419	42,687	49,156	47,174	40,131	32,320	29,380	23,794	23,648	21,579
U.S. and Canadian taxes on income ..	23,725	20,050	23,460	22,538	19,543	16,451	14,952	12,114	12,031	11,117
Net earnings	22,694	22,637	25,696	24,636	20,588	15,869	14,428	11,680	11,617	10,462
Cash dividends	19,571	19,503	17,414	16,028	14,319	10,892	10,190	7,596	6,707	5,247
Earnings retained ..	3,123	3,134	8,282	8,608	6,269	4,977	4,238	4,084	4,910	5,215
Additions to property and equipment ..	5,335	3,977	1,981	3,310	2,597	3,154	2,347	1,184	4,027	1,045
Depreciation charge	2,683	2,794	2,819	2,828	2,739	2,615	2,576	2,404	2,391	2,389
Working capital	80,988	79,955	77,589	67,700	59,682	54,753	49,719	44,837	38,654	35,316
Shareholders' equity	111,807	107,794	104,501	95,389	86,579	80,055	74,694	70,335	65,904	60,788
Shares outstanding at end of year* ..	20,610	20,564	20,555	20,517	20,502	20,475	20,429	20,414	20,362	20,296
	<i>(in dollars per share)</i>									
Shareholders' equity*	\$ 5.42	\$ 5.24	\$ 5.08	\$ 4.65	\$ 4.22	\$ 3.91	\$ 3.66	\$ 3.45	\$ 3.24	\$ 3.00
Net earnings*	1.10	1.10	1.25	1.20	1.00	.77	.70	.57	.57	.51
Cash dividends*95	.95	.85	.78	.70	.53	.50	.37	.33	.26

Investment and Equities in Non-Consolidated Affiliates

	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959
	<i>(in thousands of dollars)</i>									
Investment—at cost.	\$2,712	\$1,912	\$1,912	\$1,912	\$1,912	\$1,949	\$1,675	\$1,675	\$1,675	\$1,383
Square D equities in:										
Net assets	8,383	7,473†	7,052†	6,057†	5,168†	4,820	3,919	3,868	3,423	2,664
Net earnings	2,197	1,290†	1,355†	1,129†	956†	590	426	835	701	344
Dividends paid ..	1,133	868	360	178	719	—0—	384	390	250	199

*Retroactively adjusted to reflect stock splits in 1966 and 1961 and stock dividends paid in 1960 and 1959.

†Adjusted to reflect current equity in Italian affiliate.

1968... and a look to the future

During the past year, Square D brought to market a large number of new products. They were the result of continuing research and development programs which have created or substantially redesigned four out of five Square D products since 1960.

The individual product lines of 1968 vary greatly in application from residential construction to sophisticated automation. These new products as well as other innovations resulting from research and

development programs will form a base for Square D's business in the years ahead. As a look to the future, this report examines the projections of growth and trends in the nation's economy, the electrical industry and the major markets of particular interest to Square D.

NOTE: The statistical projections used on pages eight through twelve inclusive are based upon information provided by McGraw-Hill economists. Money values are expressed in 1967 dollars.

The Nation's Economy

The nation's economy in 1975 is expected to produce a Gross National Product (GNP) of more than \$1.1 trillion in an estimated population of 220,000,000 persons living in more than 68 million households.

Among GNP elements, three in the private sector—Residential Construction, Nonresidential Construction and Producers Durable Equipment—describe the broad market areas for Square D products. For Residential Construction, spending in 1975 is expected to exceed \$40.5 billion, up 45% from that in 1968. For the same 7 years, spending for Nonresidential Construction, including commercial, institutional and manufacturing buildings, is projected to rise 29%, to about \$36 billion. Expenditures for Producers Durable Equipment—the machinery and equipment acquired by private business—are expected to rise 27%, to \$75 billion by 1975.

Also of interest to Square D are the other GNP elements of consumer spending for durable and non-durable products and for services. With projected increases in population and discretionary income, demands for consumer goods and services should rise, placing increased demands on facilities producing these goods and services. As maximum levels of utilization are reached, businesses must invest in more facilities and equipment, all of which have requirements for electrical distribution and control products.

The Electrical Industry

Sales of electrical energy in the United States are expected to climb to 1.9 trillion kilowatt hours (KWHR) in 1975, a 60% increase over 1968 levels.

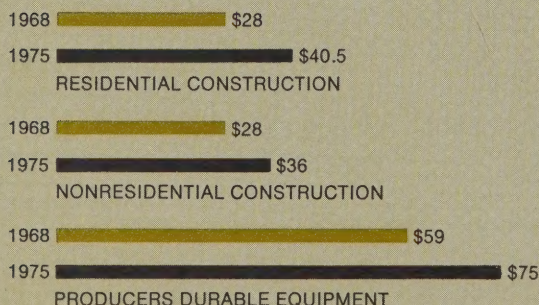
Contributing to the growth of the industry is the anticipated increased use of electricity by residential, commercial and industrial customers.

In the residential market, electrical energy sales are expected to rise to 564 billion KWHR, a 57% increase. Trends in this market include use of more and more electrically powered appliances and convenience devices, and installation of additional circuits and electrical equipment in older homes to handle increased power requirements.

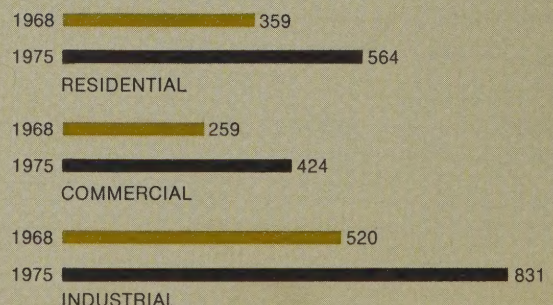
Commercial users of electricity are expected to increase their energy loads to 424 billion KWHR, an increase of almost 64% over 1968 levels. Demands for increased lighting and central heating and cooling are contributing factors to this anticipated growth.

Sales of electricity to industrial users by utilities is expected to increase 60%, to 831 billion KWHR. Added to this is an estimated 127 billion KWHR generated by industrial plants themselves, bringing total electrical usage by industry to 958 billion KWHR in 1975. Of note are trends toward automation, air conditioning for production control and worker comfort, and modernization of older facilities.

Elements of Gross National Product of Interest to Square D Company
(in billions)



Sales of Electrical Energy
(in billions of kilowatt hours)



The Residential Construction Market

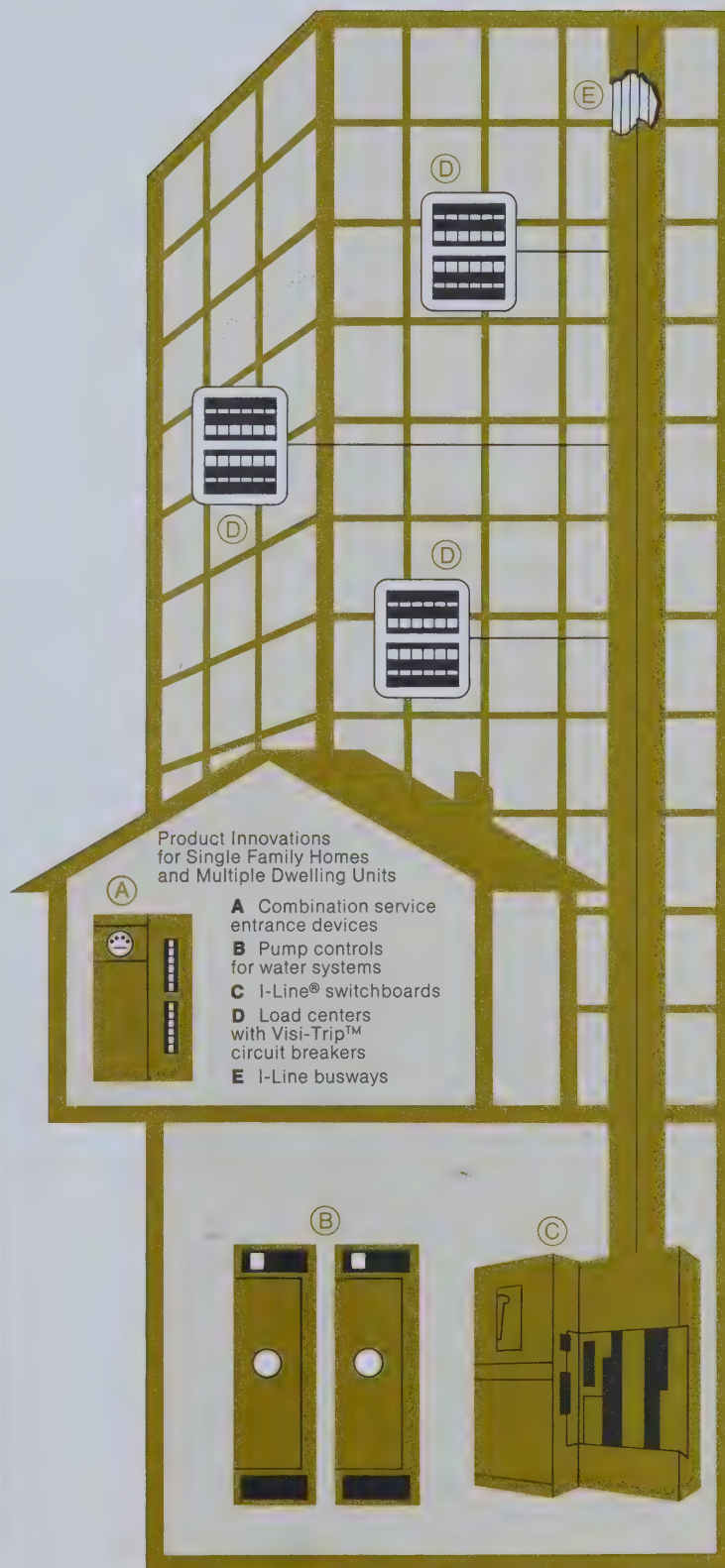
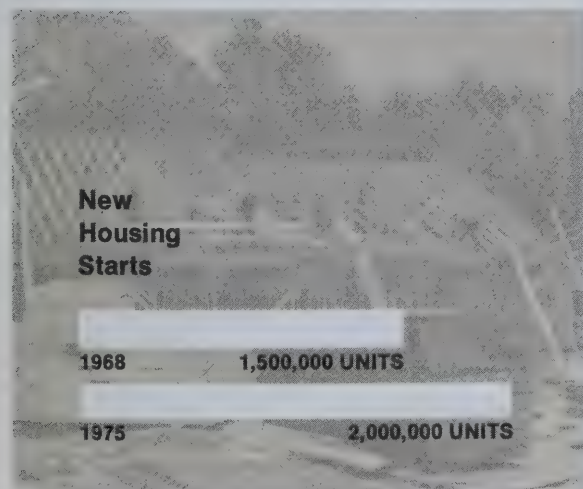
By 1975, new housing starts in the United States are conservatively expected to reach an annual rate of 2,000,000 units, up approximately 33% from the estimated 1,500,000 units started in 1968.

Much of the anticipated growth of residential construction can be attributed to the net annual increase in the number of individuals and new families requiring new housing units.

Among other considerations are the many proposed government programs of urban redevelopment as well as the growing demands for second homes and for specialized living in retirement and resort communities.

Increased construction of apartments is also anticipated in the years ahead. Contributing to this trend is the growing scarcity of available land around metropolitan areas and the price of mortgage money.

Square D products for the housing market range from a variety of service entrance devices, load centers, circuit breakers and controls for water well pumps in individual homes to complete electrical distribution and control systems for large apartment complexes. Among new products in 1968 were pump controls for maintaining constant water pressure in high rise apartments.



1968... and a look to the future

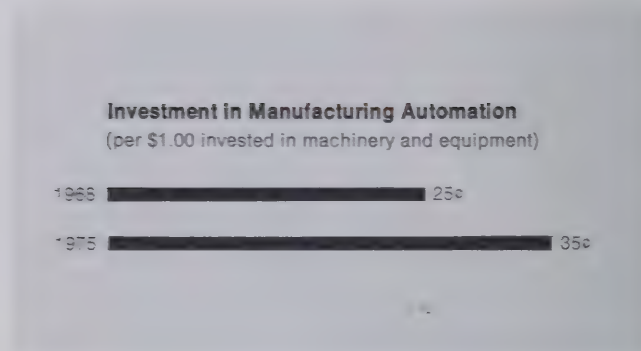
The Industrial Market

In the projected economy of 1975, private business will have to substantially increase its output of industrial production to meet the anticipated consumer demands for durable and nondurable goods. During the next seven years, production is expected to increase at an average annual rate of 4.8 per cent.

To achieve this level of output, business will be required to invest almost \$85 billion in new plants and equipment in 1975, a 37 per cent increase over the \$62 billion investment made in 1968.

Among trends in general industry, there are several which relate to Square D. One is the increasing use of automated machinery and equipment, attributed in part to rising labor costs. While hourly earnings of production workers increased almost 450 per cent in the past 38 years, power cost per KWHR declined approximately 38 per cent. Also contributing to automation are requirements which combine high speed operation with high volume to maintain low per-unit cost. Further reducing requirements of manual labor are uses of new materials in products and new technologies in production.

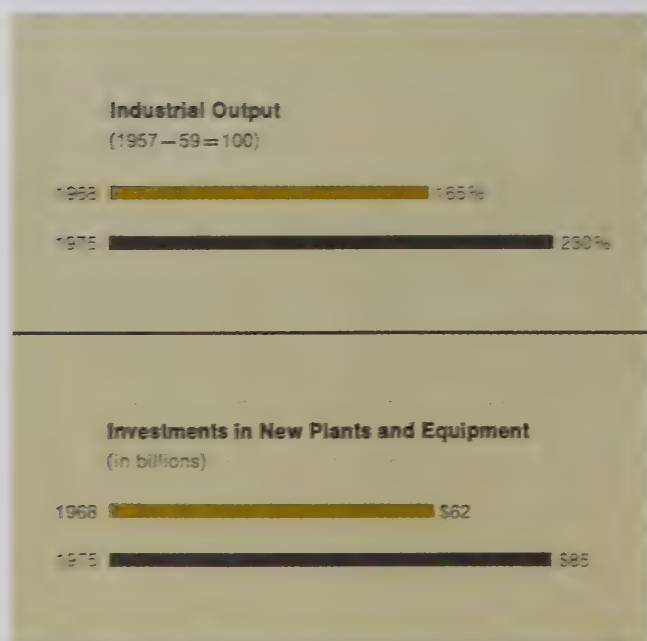
Another trend just emerging is the addition of pollution control systems to industrial operations. Air and

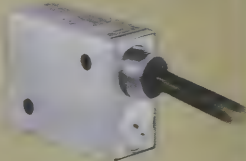

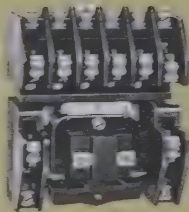


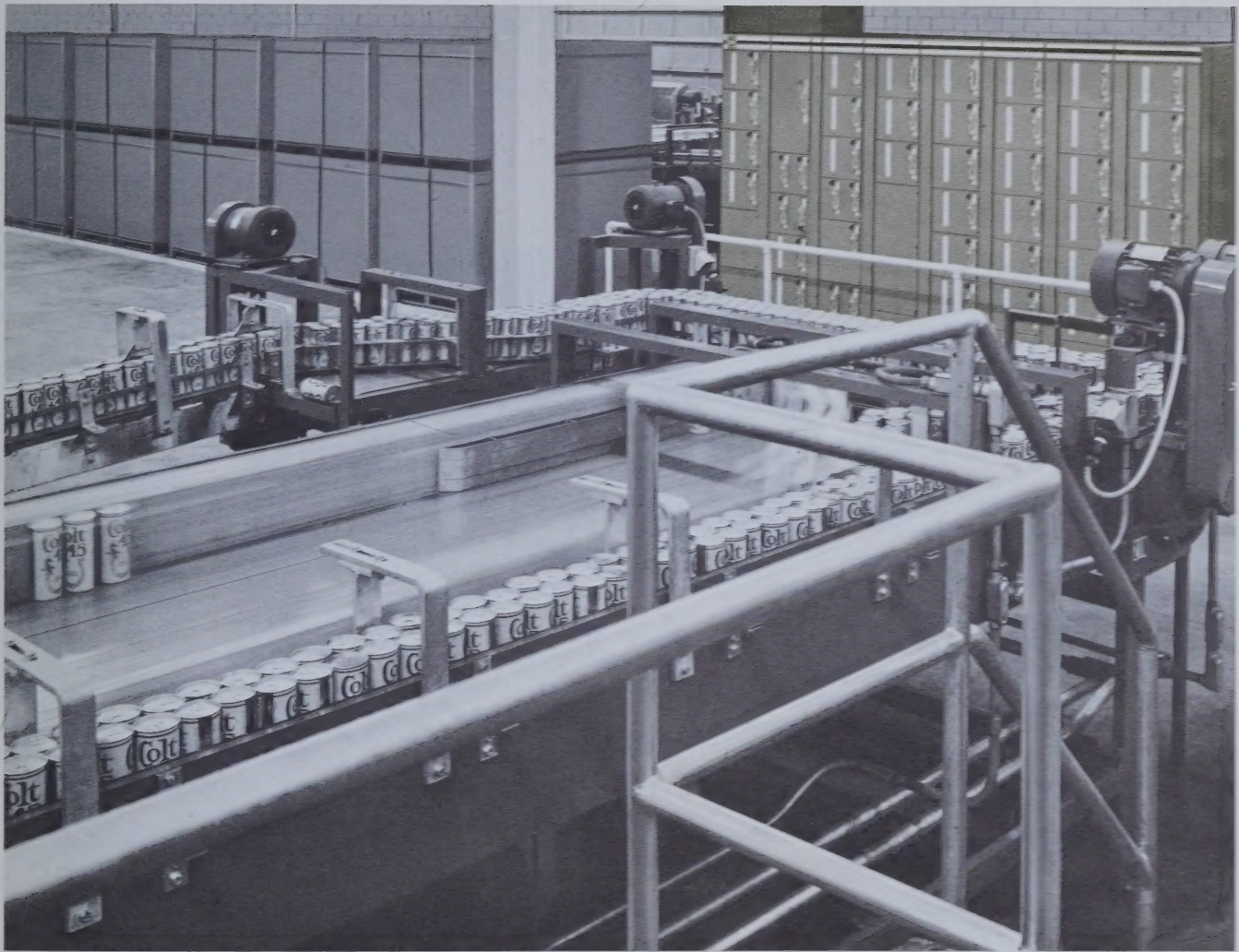
water purification are of immediate concern and markets for equipment and controls are beginning to expand.

In both automation and pollution control, electricity is the primary energy used, not only providing power to drive motors but also serving effectively in control functions.

The industrial market for Square D is one in which virtually all of the Company's products have application. Products installed by electrical contractors are used in the distribution and control of electricity in new,



<p>Typical New Products for Automated Machinery</p>	 <p>Solid state proximity limit switches</p>
 <p>General purpose relays</p>	 <p>Machine tool relays</p>

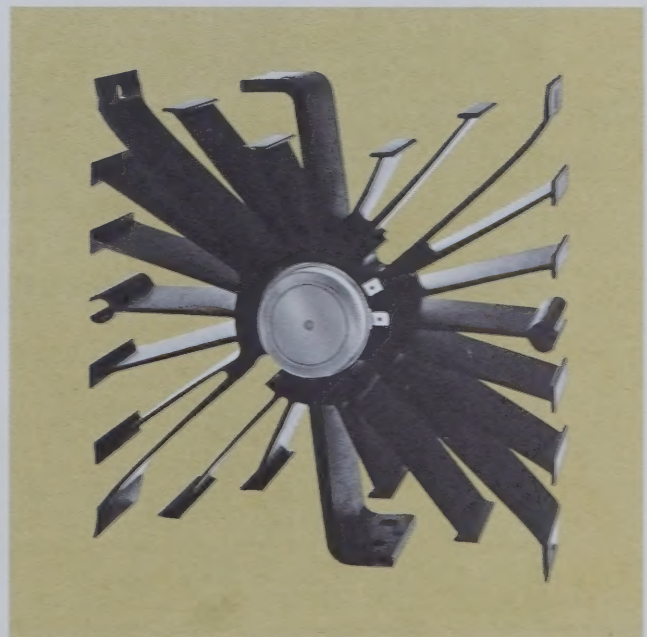


New Model 4 Motor Control Center controls the motors used in a new packaging line in the National Brewing Co. plant in Baltimore, Md.

expanded and remodeled factories and production facilities. Some products are used by original equipment manufacturers (OEM) on production and materials handling machines and equipment. In addition, all Square D products are used by industrial customers for new electrical installations in plant buildings and production equipment and as replacement units.

The 1968 products of application to industry range from switches, circuit breakers and general purpose relays to motor control centers, Norpak® dynamic fault analyzer systems and control systems for overhead cranes and heavy industry machines.

Also of note in 1968 was the further application of advanced solid state technology to industrial controls, particularly in overhead crane and pump controls. Typical was the use of the power thyristor, a solid state switching device the size and shape of a hockey puck. It is shown at the right atop its heat sink, an assembly which removes excess heat when the thyristor is operating.



1968... and a look to the future

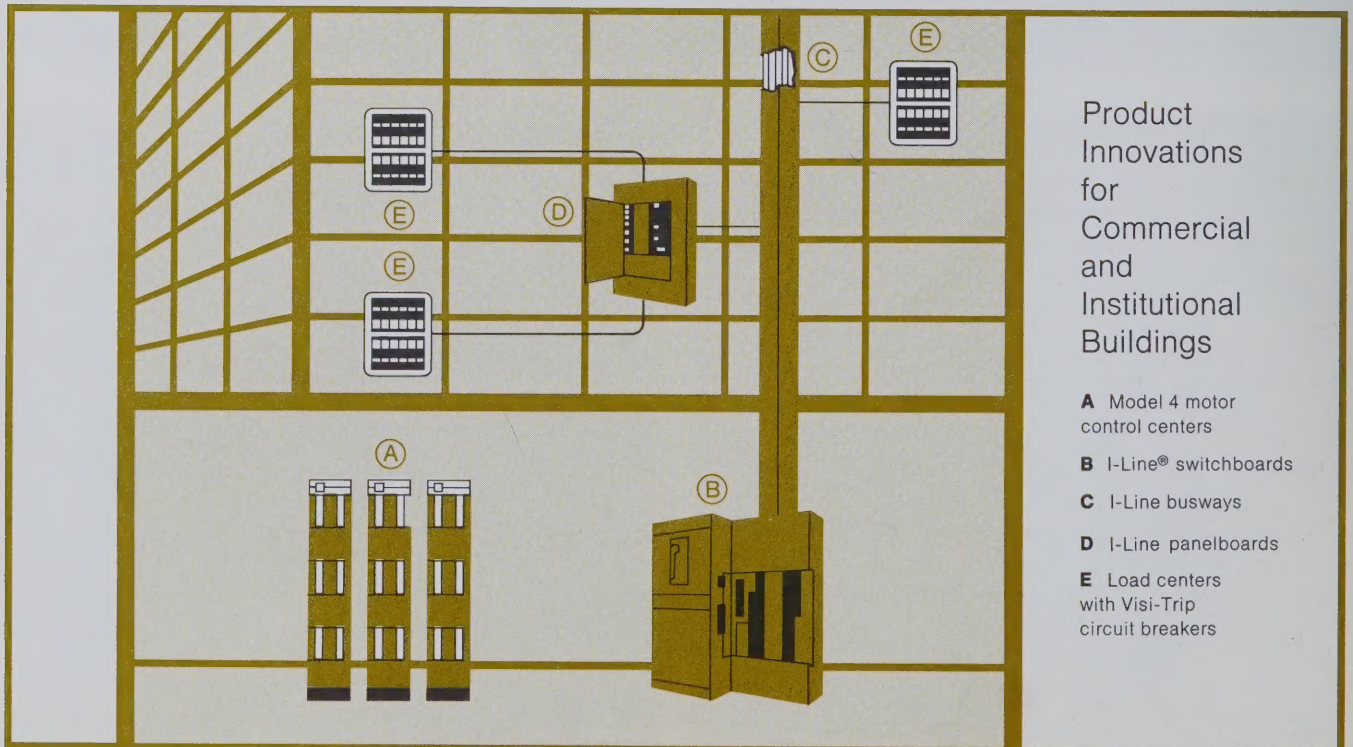
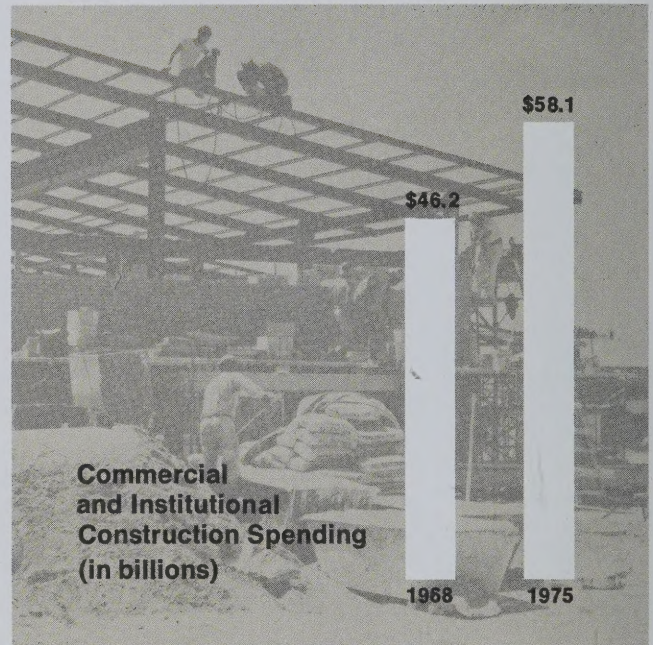
The Commercial and Institutional Construction Market

In the years ahead, the trend toward a service-oriented economy is expected to accelerate.

To meet the huge demand for space needed by these services, construction spending for offices, stores, governmental buildings, hospitals, and other commercial/institutional structures is expected to increase from \$46.2 billion in 1968 to \$58.1 billion in 1975.

One trend of interest to Square D is the increasing application of the all-electric concept to commercial structures. Also of interest is the modernization of older buildings to increase system capacity for computers, office machines and air conditioning equipment.

Square D products for the commercial and institutional market include all lines of distribution equipment as well as many control products, such as motor control centers. Recent products particularly suitable for this market include switchboards featuring Square D's exclusive I-Line building block approach, and trench duct, a further extension of the Company's line of underfloor raceway products.



Directors and Officers

Directors

- *L. G. MAECHTLEN
Chairman of the Board
- H. R. BOYER
Retired
(formerly Officer, General Motors Corp.)
- JAMES H. BURNS
Vice President—Personnel Relations
- PAUL A. CHRISTENSON
Vice President—Manufacturing
- *ALLAN D. EMIL
Partner, Rosenman, Colin, Kaye, Petschek, Freund and Emil, New York. Attorneys.
- HOWARD HALL
President, Iowa Manufacturing Company, Cedar Rapids, Ia. Road Building Machinery.
- *MITCHELL P. KARTALIA
President
- *WALTER J. KOHLER, JR.
Chairman of the Board, The Vollrath Company, Sheboygan, Wis. Stainless Steel Products.
- *LYNFORD LARDNER, JR.
Partner, Foley, Sammond & Lardner, Milwaukee, Wis. Attorneys.
- *JAMES F. MAGIN
Vice President—Planning and Development
- *GRAHAM J. MORGAN
President, United States Gypsum Company, Chicago, Ill. Building Materials.
- *T. R. OAKES
Vice President—Secretary-Treasurer
- (continued)

New Directors



JAMES H. LORIE



ANDREW L. PONTIUS

JAMES H. LORIE
Professor of Business Administration,
University of Chicago, Chicago, Ill.
(Elected to the Board April 23, 1968)

ANDREW L. PONTIUS
President, The Powers Regulator Company,
Skokie, Ill.
(Elected to the Board March 4, 1969)

*Members of Executive Committee

Honorary Directors

JOSEPH H. PENGILLY
JOHN D. LEITCH

Officers

- L. G. MAECHTLEN
Chairman of the Board
43 years service
- MITCHELL P. KARTALIA
President
28 years service
- T. R. OAKES
Vice President—Secretary-Treasurer
14 years service
- JAMES H. BURNS
Vice President—Personnel Relations
23 years service
- PAUL A. CHRISTENSON
Vice President—Manufacturing
26 years service
- JAMES F. MAGIN
Vice President—Planning and Development
23 years service
- GRANT McDONALD
Vice President—Group Manager
40 years service
- C. W. DENNY
Vice President
36 years service
- WALTER R. CLARKE
Commercial Vice President
28 years service
- RAYMOND W. THOMPSON
Commercial Vice President
38 years service

Square D Operations

In the United States

MANUFACTURING PLANTS

Asheville, North Carolina	Los Angeles, California
Cedar Rapids, Iowa	Middletown, Ohio
Cleveland, Ohio	Milwaukee, Wisconsin
Glendale, Wisconsin	Peru, Indiana
Huntington, Indiana	Three Rivers, Michigan
Lexington, Kentucky	

REGION ASSEMBLY PLANTS

Atlanta, Georgia	Los Angeles, California
Chicago, Illinois	San Francisco, California
Dallas, Texas	Seattle, Washington
Denver, Colorado	Secaucus, New Jersey
Detroit, Michigan	

CENTRAL WAREHOUSE

Florence, Kentucky

RE-DISTRIBUTION WAREHOUSES

Atlanta, Georgia	Philadelphia, Pennsylvania
Chicago, Illinois	St. Louis, Missouri
Dallas, Texas	San Francisco, California
Denver, Colorado	Seattle, Washington
Detroit, Michigan	Secaucus, New Jersey
Los Angeles, California	Tampa, Florida

Outside the United States

Square D Company Canada Limited—Toronto.
Plants in Toronto and Stratford, Ontario; and regional assembly facilities in Montreal and Vancouver. Regional distribution warehouses in Montreal, Toronto, Vancouver and Winnipeg.

Square D Limited—London.
Manufacturing plant in Swindon, England.

Square D de Mexico, S.A.—Mexico City.

Square D Italia S.p.A.—Arenzano (near Genoa).

Square D Company Australia Pty. Limited—Melbourne.

Square D France S.A.—Paris.

